

# ISABELLA STEWART GARDNER MUSEUM

Chief Development Officer  
Isabella Stewart Gardner Museum  
Boston, MA  
<https://www.gardnermuseum.org/>

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## ***The Opportunity:***

Utterly original and an icon of Boston's cultural community, the Isabella Stewart Gardner Museum (ISGM) has long housed a peerless collection of over 20,000 objects — ranging from art and antiquities to textiles and rare books — as well as presenting a wide array of historical and contemporary exhibitions, public programs, community engagement initiatives, and multidisciplinary performances. The Gardner is seeking a Chief Development Officer (CDO) to ensure that the vision of Isabella Stewart Gardner continues to thrive and to support new efforts to interpret the core collection and its benefactor's legacy of progressive civic leadership.

The Chief Development Officer will report to and work closely with the Norma Jean Calderwood Museum Director Peggy Fogelman, a creative and strategic leader with over thirty years experience in the art museum world, who joined the Gardner four years ago to pursue an innovative and focused vision for programming and audience engagement to enhance the Gardner's relevance to Boston's communities. Committed to the Museum and Boston and with a deep intellectual curiosity and passion for the arts, the CDO will be a collaborative thought partner with the Museum Director to fulfill this vision.





Now beginning the second year of a five-year strategic plan, the Museum, which welcomes over 350,000 visitors annually (an increase of 100,000 in the past four years), is in a strong position as a platform for innovation, with an emphasis on its founder's profound commitment to the arts as a means of bettering society and providing access to its power and beauty through a transportive, intimate setting. Isabella Stewart Gardner, a highly independent and unconventional woman, founded the Museum with a vision of interdisciplinary creativity and a record of involvement in progressive causes. The strategic plan seeks to build on this legacy by exploring its collection through a contemporary lens, engaging artists, scholars, and community partners to create new avenues of inquiry and inspiration to bring people together. While the Museum's collection remains unchanged, the Director interprets and forwards the agenda of these treasures through nine connected exhibits each year, as well as numerous performances and outreach events.

A hands-on manager, unafraid of taking on tasks large or small, the CDO will be one of the Director's most trusted partners in these efforts, joining a senior change management team of five and working together on strategy and vision. To achieve these goals, the CDO will be a straight-shooting, collaborative, tactically strong, and non-territorial manager, who can organize and align fundraising, leading a team of five direct reports and a total team of 15, which is responsible for raising approximately \$10 million annually.



*[Video: Introduction to the Gardner Museum](#)*

## Overview

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Shortly after her husband died of a stroke in 1898, [Isabella Stewart Gardner](#) dedicated her life to fulfilling their shared plan of establishing a museum "for the education and enjoyment of the public forever." The result of this dream, the Isabella Stewart Gardner Museum (ISGM), is an institution unlike any other in the world and has enriched the Boston community for more than a century.



Inspired by her travels around Europe and Asia, [the Museum's collection](#) represents Gardner's eclectic tastes and features paintings, sculptures, tapestries, rare books, private letters, historical memorabilia, and more from close friends and famous artists, such as Rembrandt and Raphael. The collection is housed in a custom-built, four-story [Venetian palazzo-style building](#) with a lush, seasonally curated courtyard garden as its show-stopping centerpiece. Gardner arranged each installation in the Museum's many rooms herself, and they have remained largely untouched in accordance with her final wish that nothing be acquired, sold, or otherwise changed after her death. In

1990, the Museum became the victim of the [biggest unsolved art theft](#) in the world, with 13 works worth more than \$500 million stolen and still unrecovered. The FBI's investigation into the crime is ongoing.



In addition to continually expanding her art collection, Gardner invited singers, dancers, and other performing artists to present their work at the Museum. This tradition has continued: the Museum has had an Artist-in-Residence program for over 25 years, and regularly hosts and commissions [renowned musicians and emerging artists](#) alike in its performance

space, Calderwood Hall, housed in the modern, Renzo Piano-designed [New Wing](#) of the Museum, which opened in 2012. The Museum also supports [visual artists](#), [local schools](#), and the [community at large](#) through various programs — including lectures, workshops, school tours, and studio offerings — designed to encourage participation in the arts at all ages.



## The Role

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The Chief Development Officer is a key member of the Museum's senior management team. S/He will work closely with other senior staff, curators, Trustees, Advisors, patrons, and volunteers to help realize the Museum's mission and to achieve its fundraising goals for endowment and contributed income in support of a more than \$20 million operating budget and special capital projects. The CDO will lead and mentor a staff of 15 to raise approximately \$10 million annually, overseeing the areas of prospect research and management, individual and institutional giving, special and private events, and planned giving in addition to membership and board relations.

### ***Key Responsibilities:***

- The CDO will help to strengthen current donor and board relationships and forge new ones in order to build the Museum's financial resources and governance, ensuring that contributed revenue remains strong and stable. As part of this work, the development effort will be focused on transforming annual fund donors to multi-year donors, increasing restricted funding for exhibitions, program, and operations, securing new endowment gifts, and building a planned giving program.
- Working at both the strategic and tactical levels, the CDO will support the Director and the Board in their roles as fundraisers and help to foster a culture of engagement and philanthropy at both the board and patron level.
- The CDO will provide lead support to the Development Committee and participatory support to the Finance, Governance, and other ad hoc task forces as needed.
- As head of the development department, the CDO will set the fundraising strategy, goals, and budgets for each of the revenue sources for contributed income, including strategies for donor cultivation, solicitation, and stewardship. The CDO will be a primary fundraiser for the institution and will grow department talent for solicitations.

- The CDO will serve on internal, interdepartmental teams charged with addressing Museum-wide planning, marketing, and programmatic issues, and will work closely with the Director's Office and the Director of Board Relations on overall board recruitment, communications, and stewardship strategies.
- An important component of the Museum's Strategic Plan is to build an integrated ladder of engagement from visitor to member, patron, and board. The CDO will play a key role in fostering that engagement and integration across the Museum.
- The CDO, as a senior leader of the Museum, is expected to work in a highly collaborative manner across all departments, to reinforce and model the Museum's cultural values and expectations, and to actively oversee the professional development and staff engagement requirements of the development department.

### **Required Qualifications:**

- Demonstrated leadership ability;
- Comprehensive knowledge and experience setting strategy and leading a successful fundraising effort;
- A track record of engaging, soliciting, and securing major gift donors;
- Broad experience working effectively with boards, including helping to identify and secure new governance candidates;
- A Bachelor's degree (advanced degree preferred);
- 15 years of fundraising and governance experience in a leadership position;
- Knowledge of or interest in museums and the visual arts preferred;
- Demonstrated success effectively managing successful teams;
- Strategic and results oriented;
- Excellent communication skills (verbal and written);
- Ability to foster a team spirit and motivate/mentor staff and volunteers;
- Ability to work within a complex, fast-paced environment; and
- Leadership in overseeing special events.

## **Leadership**

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**Peggy Fogelman**  
***Norma Jean Calderwood Museum Director***

Peggy Fogelman is the fifth Museum Director of the Isabella Stewart Gardner Museum, taking the position in January 2016.

Fogelman began her career as a sculpture curator at the prestigious J. Paul Getty Museum in Los Angeles. She stayed at the museum for 20 years, eventually transitioning into the role of Assistant Director for Education and Interpretation.

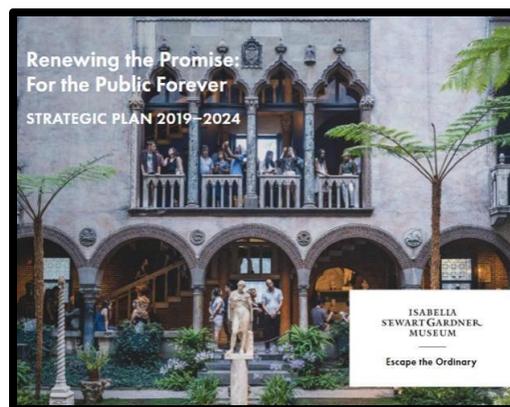
In 2007, Fogelman became the Director of Education and Interpretation at the Peabody Essex Museum in Salem, MA. She later served as the Chairman of Education at New York's Metropolitan Museum of Art and Acting Director and Director of Collections of the Morgan Library & Museum, which, like the Gardner Museum, began as a private collection. As Director of Collections, Fogelman oversaw the museum's curatorial departments, conservation department, and exhibition program.

Fogelman holds a Bachelor's degree in art history and criticism from Johns Hopkins University and a Master's in art history from Brown University.

## Development Overview

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The ISGM announced a [five-year plan in 2019](#) designed to uphold the Museum's values and renew its commitment to public engagement. It aims to become a center of creativity and community impact through expanded artist networks and innovation in programming and exhibitions while enhancing the visitor experience. Key initiatives include increasing the number of annual exhibitions, building on successful programming, making new digital investments, advancing student-centered learning in Boston Public Schools, and ensuring a broader representation of diverse artists in exhibitions and performances.



[Renewing the Promise for the Public Forever: Five-Year Strategic Plan](#)

The Gardner Museum is actively soliciting new investments, including five-year commitments for annual support, gifts made to



a program or area of interest, and endowment gifts to support this plan. The Museum also solicits gifts to its [annual fund](#), which supports programming, free admission days for families, performances, and new exhibitions, among other priorities. [Memberships](#) and [patronages](#) at varying levels provide additional financial support.

In December 2014, the Gardner Museum completed its latest capital campaign, [The Campaign for the Gardner](#), which successfully raised its \$180 million goal. The funds were used to build the New Wing, an addition that transformed the way the Museum engages with the public by providing new spaces for programs previously staged in the historic building. The campaign also supported the creation of a state-of-the-art conservation center, endowed curatorial positions, a planned giving program, and a programming innovation fund, among other improvements.

## ***Background Checks:***

Prior to submitting your resume for this position, please read it over for accuracy. Lindauer does verify academic credentials for its candidates, and our clients frequently conduct background checks prior to finalizing an offer.

**To learn more, call 617-262-1102 or  
send nominations or cover letter and resume to  
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